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in library science two hours a week for 3 semesters. The University of Texas offers a course in bibliography open to juniors and seniors in the college of arts 1 hour a week for 1 year; and also maintains a library training class open to a limited number of juniors, seniors and graduates. No credit for degree is given for this training class.

The University of Texas is probably the only one that has been able to purchase any considerable number of the books and expensive sets of journals, which go to make a library adequate for a beginning in graduate and research work.

Mr Austin then led in a discussion of "University branch libraries," followed by Mr Briggs, Mr Hepburn and others on various aspects of the administration of departmental collections as related to the central library.

A paper on "The indeterminate functions of the college library," by J. F. Daniels, librarian of the Agricultural college, Fort Collins, Colorado, set forth with up-to-date frankness the college library's general ineffective and inefficient service to its constituency.

"Reference work in public and in college libraries" was considered by Walter B. Briggs, Brooklyn public library, who compared and contrasted the differing aspects of what is essentially the same service, dwelling especially upon the matter of personal contact and sympathy between the reference librarian and the college student.

Officers of the section for the ensuing year were elected as follows: chairman, Willard Austen, Cornell university library; secretary, Charles J. Barr, John Crerar library, Chicago, Ill.

TRUSTEES' SECTION

A meeting of the Trustees' section was held on the evening of Friday, May 24, in the ball room of the Battery Park Hotel, W. T. Porter, of Cincinnati, presiding, as chairman.

Mr D. P. COREY, of Malden, Mass., read a paper on

SOME TRUSTEES

It is not my intention to speak of the ideal trustee. We each and all have our ideas of him, as we have of the ideal librarian, varied by our individual degrees of temperament and enthusiasm. Little of what I have to say may apply to the able and carefully selected boards of many of the large libraries, but in some of those and in many of the boards of the cities and towns may be found examples, more or less approaching perfection, of that which is worst in library trusteeship. Unfortunately, such trustees, by their lack of a genuine living interest in the work

which we are endeavoring to do and in which by their positions they should labor, are beyond the reach of any voice which may be heard here and beyond the influence of this section and this association; and until some means may be devised, or may come of itself to break down the wall which surrounds them there, they will remain.

You who are here as trustees are here because you have an interest in your work and in that of your librarians and you need not take to yourselves any portion of what may be said, except as your own consciousness may accuse or justify you. Self conviction in this matter may be better than the judgment of any court. But if you may not personally profit either by justification or conviction, you may be induced to give your influence as you may to raise the standard of library trusteeship and to give it that living and potent force in library work to which in many cases it has not attained.

I am aware that the subject is an old one, time-worn, speech-worn; but it is, like the question of the open shelf or that of the use and misuse of fiction, likely to remain for the immediate, perhaps the distant, future. Even if it is old and in its discussion little or nothing of that which is new may appear, a reconsideration of it may not be amiss. You will remember that Dr Johnson said, in effect, that we need more often to be reminded than informed.

There are two classes of trustees which are so differentiated that they stand out clearly from their fellows and invite criticism and evaluation. But before we consider these classes let us remember that many, nay, most of the weaknesses and evils worse than the weaknesses in library boards have their roots in the methods by which such boards are chosen and will not be eliminated until the appointing or electing powers have a better knowledge of libraries, their aims and proper methods, and allow that knowledge to influence their action. If the ordaining power is just and intelligent, then the board will be selected with justice and intelligence. If the ordaining power is otherwise, then we may look for an uncertain result, with a fair possibility that its judgment may fail in part or in the whole. This statement if followed out would lead us into a discussion of the demoralizing effects of political influence, which might be profitable but which our present purpose forbids. I may, however, digress and mention in illustration two cases out of several of which I have knowledge.

In an Eastern city, a valuable member of a library board failed of reelection as a punishment for an act performed as a member of the school board which did not meet with the approval of a clique in the city council. In another Eastern city, an unexpired term in the library board was filled by the election of a member of the city council on the score of good fellowship and political service. At the expiration of the term he was complimented by a reelection for a full term. Yet, at the

time I received my information he was unknown, except by name, at the library, and he had never attended a meeting of the board.

In the first class which I have chosen to consider is the trustee who is elected by an incompetent or a partisan power in recognition of some party service or because he is a good fellow, as in the case just cited, such an election being regarded as conferring an honor rather than as imposing a duty. If he is alone, his influence in the board may be nugatory; but if he has his fellows, he and they may dominate the board, even if it is not entirely composed of material of their class. If not chosen for the reasons mentioned, he may be, and sometimes is, a professional man, a lawyer, perhaps a doctor or a clergyman; and an ostensible reason for his selection may be that his education has made him a lover and a judge of books, an opinion which is common in the popular mind but which is dubitable, as some of us have learned by observation. If the opinion which has induced his election is justified, he may bring some life and strength into the service if not hindered by the inertness of his associates, otherwise he becomes a coefficient of the other and with him brings stagnation into the board by perfunctory ways. I do not deprecate the election of professional men, for they furnish some of the wisest and most active of our trustees. I am speaking only of those who are weighed and found wanting.

Of whatever differing but still incompetent material an indiscriminate choice may form a board, its elements, however varied in their unfitness, will soon merge into an harmonious and inefficient whole. The list of prominent and honorable citizens forming such a board may look well in the printed city or town report, especially if it is appended to a text of retrospective statements and apparently wise recommendations which may satisfy the popular mind, if the real conditions are unknown. I have the remembrance of such a report, signed by the full names

of all the members of a large board, which included a slight general history of public libraries from remote ancient times and was apparently intended to impress the townspeople with the magnitude and importance of the work of the board. Putting aside the historical portion, the report, with its few general statements and some recommendations of no great importance, might have seemed proper and have been acceptable to the community to which it was addressed, although its style was somewhat inflated; but fortunately, or unfortunately, the librarian was allowed to make a brief and, as it proved, ingenuous statement which wiped out all the rhetoric of her superiors. In her simplicity she showed that the library was without many desirable standard works, that there was a dearth of books for the children, and that the supply of popular reading was inadequate for the demand. Moreover, the library room, with other inconveniences, was poorly lighted and was at times insufficiently heated. This may have been an extreme case; but I have found not a few in which like conditions in a lesser degree have appeared. Sometimes such conditions are temporary and disappear with the advent of one who is not inferior to his position; but they are more likely to become chronic.

However much the units of this class may differ, the result is the same and its expression is found in the existence of an inactive board of trustees. We may with propriety, certainly with convenience, ignore the diversity of individuals and consider them as one class under the generic name of the do-little trustee.

We have determined sufficiently for our purpose the character of this class and its influence upon the work of the trustees' board. As I have enjoyed to some extent the confidence of librarians and have gained information from trustees, I have been able to note quite clearly its influence upon the librarian. Under the conditions which it brings, one of two things is likely to happen. (1) The librarian,

whether he is naturally efficient or inefficient, without the encouragement and support of his board may become a mere receiver and deliverer of books; or if he is impelled to some semblance of action, his efforts are weak and fall short of the results which, in a spiritless way, he has tried to reach. The average librarian, as well as the average man, is strengthened by the sympathy and support of his associates; and we cannot blame the librarian if, lacking that which incites to effort, he becomes as inefficient as the board which, in theory, is supposed to direct him.

(2) On the other hand, the librarian may choose to ride his own hobby horse and take to himself the charge of affairs, which the trustees may be quite ready to relinquish while they retain the honorable distinction of trusteeship with the privilege of making a congratulatory and complimentary report at the end of the year. If he has had experience and a good judgment with some capacity for business, he may enjoy some measure of success; but many times will he miss the aid of those to whom he has a right to look for support. If, however, his capacity is of an inferior order and he has ambition without judgment, finding that all the activities of the library are in his hands to appoint, order, and execute, he may run a free course, trying this and that new thing without regard to its adaptability to his own peculiar conditions, and taking up the fads that now and then appear in library work until becoming overworked and in confusion from his own injudicious courses he begins to neglect the essentials for the non-essentials and the service of the library declines. A recent case is a fair illustration here, in which, if the reports are not exaggerated, upon a change of management a condition of neglect and confusion was found which had apparently continued without the knowledge of the trustees and was unsuspected by the public. If the facts are as has been reported, the conditions may imply a lack of oversight on the part of the trustees and, on the part of the librarian, a lack of execu-

tive ability or a condition of discouragement caused by overwork and the magnitude of the service to be performed. Perhaps, in justice this should be presented as an hypothetical case; but, however that may be, it is an apt illustration of my statement.

In another instance, an uncontrolled librarian with a capacity for unbusiness-like activities found at the near approach of the end of the year that the city appropriation had not been exhausted by about \$1200. I think that was the amount. If unexpended, the balance would be turned back into the city treasury. There was an opportunity for a stroke of business that was not to be neglected. A hurried order for \$1200 worth of books, dealer's selection, was made. The library got the books; and it is said that much of the usual debris of slow and unsalable books upon the dealer's shelves was noticeable by its absence.

Having considered one class of trustees, I will pass to consider more briefly a second class. The individual of this class may be chosen for party or personal reasons, or he may come into his position by reason of his apparent ability and a supposed fitness for the office. He is of the busy, bustling kind; and in the slang language which we all disapprove, but which often lends itself to a clear expression of our ideas, "he knows it all." Unless he is repressed by the influence of his associates or has a kind of judgment that holds him as in a leash, he takes himself so seriously that he aims to interfere and lead in all matters whether they are of trusteeship or of those things which properly come within the scope of librarianship. He takes up his intentions without a question of their expediency or of their influence in preventing other objects. If it is a question of trusteeship, he urges it upon his associates with assertions rather than arguments and may carry it by mere verbal force in the face of an easy board. He concerns himself with the details of the librarian's work by dictation and not by conference and sugges-

tion; for in his estimation the librarian is a servant and not a co-worker of the board, whose authority he has taken upon himself. Under such conditions the librarian is constrained in his work, or he finds himself repressed if he takes upon himself some freedom of action. Uncertain of the approval of his trustees and knowing that he can look for no efficient aid from them, he wearily works to carry out prescribed methods, which often do not appeal to his judgment and as often promise but meager results.

This type of trustees is not imaginary. It exists, but it is not of such numerical strength as the first class which has been considered. Especially is it in evidence when it is combined with the first class—the do-littles, in which position it acts with power. I have not met it at close range by the contact of personal acquaintance; but I have observed it at a distance by the complaints of suffering librarians. In one instance a librarian of natural ability, of education, and with a good knowledge of the details of library work is unfortunately subordinate to a board which is dominated by an individual of this type. Under his directions wise methods are ignored, and sometimes inexpedient ones are urged. Little progress can be made there except as it may be forced by the personality and energy of the librarian. There is no incentive to such action as may induce a larger usefulness by an extension of the library work, for such action may be hindered if it be not absolutely prohibited.

With a strong board that is faithful to its duties, even a weak librarian may be strengthened; but the most efficient man or woman may be weakened or, perhaps, utterly broken by the do-little trustee, the autocratic trustee, or the unpractical board.

It has sometimes appeared to me that the papers which are read at the annual conferences of this Association, both in the general sessions and in the meetings of the sections, have more of self-gratulation than of self-examination. Considera-

tions of conditions that retard progress or limit usefulness and discussions of their remedies may be of more real value than statements of theories and enthusiastic presentations of the results of departments which in reality are the fringes only of the drapery of library service. We hear all about the value of new and improved methods and the success which they are bringing. We are given glimpses of ideal conditions which sooner or later are to pervade the library world. This is well in its place; but how about the imperfections of our system and the failures which come from unwise methods, or methods good in themselves, imperfectly applied? When some method fails, its failure should be acknowledged as broadly as its advent was proclaimed, so that its further course may be prevented. We hear little of those failures; and the useless experiments may continue unchecked by the experience of those in whose hands they have been found unsound.

We are apt to forget that there were errors or imperfections inherent in an organization, imperfect at first, which still exist and are hindrances to the best development of our work. The skilful engineer is attentive in finding and correcting the danger points in his machinery; and he who trusts his life to a cable fears the weak link which may be in that chain and thinks less of those that are perfect.

These considerations have prompted the presentation of this paper which presents, inadequately, I fear, the results of a some-

what prolonged observation of a condition which lies at the root of library administration and is detrimental wherever it exists. Like the family physician, I have made a diagnosis, have found an organic trouble and its cause, and have fixed its location. It belongs to the skilful specialist to find a remedy. It may be that the cure can come only by evolution, and that the appointing powers of the future by that may be brought to act wisely and with intelligence in the choice of trustees. I can only suggest a remedy which is limited in the possibilities of its application. The incorporation of library boards in a number of instances has resulted in a removal from political influences and in most cases in the establishment and continuance of efficient boards. Objections may develop in time. I hardly think they will be serious; and at present the existence of a corporate body, having in itself the powers of election, seems most beneficial.

The subject of "Branch libraries, with suggestions to trustees," was presented by W. H. Brett and Mr Hodges, in the form of descriptive comment upon a series of stereopticon views illustrating branch buildings, in Cleveland, Cincinnati and elsewhere.

The officers of the section were re-elected for the ensuing year, as follows: W. T. Porter, Cincinnati, chairman; Thomas L. Montgomery, Harrisburg, secretary.

CATALOG SECTION

FIRST SESSION

In the absence of both chairman and secretary, Dr E. C. Richardson called the Catalog section to order May 24 at 8.30 p. m. Miss Sula Wagner acted as secretary.

Mr Hanson, chairman of the Committee on rules, gave a brief survey of the his-

tory of the committee. He read a few of the points brought out in the preface to the proposed code, such as entry under pseudonym for public libraries and under real names for reference libraries with references from other form in each case, entry of societies under first word not an article, etc.

Dr Richardson pointed out that any dis-